

SOUTHWESTERN DIVISION

R E G I O N A L

PACESETTER



ASA (CW)
Woodley
throws
first pitch

July 2005 Issue 2



Pacesetter

Southwestern Division Regional News Service

Serving the men and women of the U.S. Army Corps of Engineers, Southwestern Division

Brig. Gen. Jeffrey J. Dorko
Commander
Southwestern Division

Michele Thomas
Editor
Galveston District

Associate Editors

Mary Beth Hudson
Tulsa District

Valerie Buckingham
Little Rock District

Edward Rivera
Fort Worth District

Rhonda James
Southwestern Division

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Articles or photographic submissions are welcome. For more information about the PACESETTER or to make a submission, call your local Public Affairs Office.



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On the cover: John Paul Woodley, Jr., Assistant Secretary of the Army (Civil Works) throws the ceremonial first pitch prior to the minor league Fort Worth Cats taking on the Pensacola Pelicans, at LaGrave Field in Fort Worth, June 22.

Click on any item to go directly to that article and/or website.

ASA (CW) Woodley 'rounds the bases' with SWD

Col. Steve Haustein, commander of the Galveston District, introduced John Paul Woodley, Jr., Assistant Secretary of the Army (Civil Works), to district employees at a town hall meeting to name him a friend of the environment and a friend of the Corps, June 24. Woodley was in Galveston as a part of his visit to the Southwestern Division.

Woodley, an advocate of navigation, told the audience that, "the navigation work you do is very important to the nation. It enables competitiveness in the world situation."

Well aware that the district has requirements in excess of its resources, he reiterated that, in the at-

mosphere that exists today, we must work to optimize our resources and provide a defensible basis for making prioritization decisions.

The budget for fiscal year 2006 has yet to be finalized. The two committees, House and Senate, are not in philosophical agreement. Reprogramming and carrying forward resources, are in contention, he said.

A new Water Resources Development bill could happen, he said, although he made no firm prediction. But, a lot of good projects are hanging due to the lack of authorization. The regulatory program work-load is increasing, he said. Budget increased from \$140 million in FY04 to, \$145 million in



Col. Haustein introduces ASA (CW) John Paul Woodley Jr.

FY05. Both houses support \$160 million for the FY06 budget. Again, he stressed the need for efficiencies in place to help meet the gap between assets and requirements. "Do as little as possible to accomplish as much as possible."

In closing, he stated, "The men and women of the Corps of Engineers are nothing short of a national asset. They make a real difference in people's lives every day."

Access for District Support Teams is just a *click* away

**Story by Mike Jordan
SWG Support Team Leader**

Did you know you can see what project actions your District Support Teams are tracking on the internet? You can, and it's easy.

First, ask one of your District Support Team members for the password so you can access this "For Official Use Only" information. Then, simply go to the Southwestern Division webpage at <http://www.swd.usace.army.mil> and click on the District Support Team (DST) Action List button. Actions referred to Headquarters, or those needing approval at the Assistant Secretary of the Army (CW) level, are included. If District project management teams have any questions, contact your DST members.

Contract historians selected for new regional history program

**Story by Judy Bullwinkle
Pacesetter Staff**

Graves and Neushul have been selected as the contract historians for the new Southwestern Division Regional History Program. They will be responsible for products such as the regional history annual report and the history interviews of significant division employees.

The company brings significant experience in writing U.S. Army Corps of Engineers history. In 1998, they completed an update to the history of

the Southwestern Division. They have completed the manuscript for the 25-year update of the Tulsa District history, and have researched the history of Galveston District. Many of their writings address water issues and public/private involvement such as "Pursuing Excellence in Water Planning and Policy Analysis; a History of the Institute for Water Resources."

In addition to serving as historical consultants to sites SWD, the firm has advised the Office of History, Los Angeles District, and Pacific Ocean Division.

As contractors for the SWD Regional History Program, Graves and Neushul will compile an annual summary of activities of the districts and division and place those activities in both regional and national perspectives. They will also complete approximately 15 oral history interviews. Those interviews will include departing military leaders and significant civilians.

In addition, they will advise all SWD sites on needed materials for the history file for FY 04, 05, etc.

Construction exceeds \$100 million on Air Force Base

Corps takes on quality of life and combat training projects for Airmen

Story and photos by James Coburn

Courtesy of Lackland AFB
Public Affairs Office

U. S. Army Corps of Engineers construction projects at Lackland Air Force Base, Texas, exceeding \$100 million are in progress or about to start on the main base, Lackland Training Annex, and base training areas at Camp Bullis.

“Keeping tabs on the sheer number of projects we have going is amazing,” said Ed Roberson, chief of contracts, Engineering Flight, 37th Civil Engineer Squadron, about the total Corps and non-Corps construction projects on the Air Force installation.

“Many of the projects will improve



Workers continue construction on a mock bank at an \$11 million mission rehearsal area for security forces training at Lackland Training Annex. It also includes a shoppette structure for robbery-type training.



Mel Carter is “finishing out the trim” for the roof of a three-story tech-training dorm nearing completion by Jordan Construction at a cost of \$13.52 million at Lackland Training Annex. Carter works for Berbice Corp., a subcontractor.

the quality of life on base,” he said, “such as new technical-training dormitories that are critically needed, training and dining facilities, a troop mini-mall, youth center, visitor quarters and a fitness center.”

Nearing completion on LTA is a 200-room, 400-person dorm for tech-training students who should be moving in during August. Construction recently started on an identical dorm being built beside it, and a new dining facility, a non-Corps project nearby.

Construction also recently started on a 300-room, 600-person dormitory at the north end of Carswell Avenue for security forces students. The total cost of these dorms and dining facility is more than \$66 million.

Global War on Terrorism funding is paying for several base projects, including two villages to train security forces members in homeland base protection and in foreign urban warfare.

An \$11 million village being built at LTA is called a mission rehearsal

area that is designed for hands-on, initial training for more than 5,000 enlisted security forces members going through the apprentice course every year, said the project manager, Tech. Sgt. Steven Thompson, 343rd Training Squadron.

He said the mock village, expected to be completed by November, includes seven houses that are designed to resemble base housing in the United States to train security forces members in handling crime scenes and domestic disputes.

It also includes a bank and shoppette structures for robbery-type training. Also in the training village are a gate visitor center, a child development center, a two-story office or finance-type building and a two-story dormitory, with the second floor being used for training and the ground floor serving as an operations center and a review theater for either live viewing or playback

See Lackland on next page



Construction continues on an \$11 million mission rehearsal area for security forces training at Lackland Training Annex.

Lackland

Continued from Previous page

action, when \$7 million is funded for high-tech cameras and shoot/don't-shoot pop-up targets.

"The main purpose of an area like this is to be able to take these students to a higher proficiency," Thompson said, noting that the course was lengthened in July from 51 days to 65 days to give students more skill sets. Classroom simulations are limited, he said.

"Our goal or standard for the career field is set quite high, for students to

perform almost as they hit the ground of their first base."

Being built across Eagle Drive from the village are two other parts of the mission rehearsal area, a mock nuclear weapons storage area and a mock airfield that will feature static F-16s.

Thompson said students will be learning entry control to those areas, responding to alarms and also operating weapons convoys.

Thompson is planning a ceremony for August that will name three dedicated streets and the seven houses in the village after security forces members who lost their lives in the line of duty.

He said a \$6 million military operations in urban terrain foreign village is being built at Camp Bullis for the 343rd to train security forces officers.

It also will be used for security forces advanced courses taught by the 342nd Training Squadron, and for training deploying Soldiers. The Air Force is building the MOUT, Thompson said, but the Army will own and operate it, and also provide high-tech cameras and targets.

Lackland AFB major construction project list

Here is a list of major Fort Worth District, U.S. Army Corps of Engineers construction projects under way or about to start at Lackland, Lackland Training Annex and in base training areas on Camp Bullis.

Technical training dormitory, 200 rooms, 400 students; Lackland Training Annex; nearing completion; occupancy expected in August; cost \$13.52 million.

Tech-training dorm, 200 rooms, 400 students; LTA; estimated occupancy May 2006; cost \$14.8 million.

Tech-training dorm, 300 rooms, 600 students; main Lackland; plus dining facility, LTA; estimated occupancy October 2006; cost \$38 million.

Mission rehearsal area for security forces students; LTA; estimated completion November; cost \$11 million.

Military operations in urban terrain foreign buildings village for security

forces Airmen and Soldiers training; Camp Bullis; estimated completion August; cost \$6 million.

Visitor quarters; Camp Bullis; estimated occupancy in August; cost \$3.35 million.

Physical arts and recreation training laboratory for security forces students; main Lackland; starting soon; estimated cost \$2.6 million.



Workers lay blocks for a gate house at the entrance to the mission rehearsal area's training village.

C-5 schoolhouse projects; 433rd Air-lift Wing area; starting soon; estimated cost \$23 million.

Tulsa and Little Rock Districts join forces with strategic initiative

Story by Ed Engelke
Pacesetter Staff

"Now, by the power vested in me, I declare to those assembled in this place and in Heaven itself, these two have been united. Let no man put asunder."

The marriage vow could have been the last words spoken by the Board of Directors from the Little Rock and Tulsa Districts as their commanders signed the Bilateral Agreement between the two districts. On April 11, the commanders of the two districts agreed to "become a regional interdependent team for the mutual benefit of both districts and the customers we serve."

That bilateral agreement is unique in the Corps of Engineers. First, it's unique in the formality of its creation and second in the breadth of its affect. It is the first time two districts in the Southwestern Division have evaluated their capabilities and identified mechanisms to merge responsibilities – not just share them.

"The Corps of the future will have to be more flexible to respond to the needs of the nation. That being the case, it would be impossible for any one district to be fully trained and responsive to every need which may crop up," said Lee Bass, Little Rock District Programs and Project Management Division. "We need to build a team and a talent pool with diverse education and backgrounds to assure our viability and usefulness to the nation in the future."

For years, districts within the Southwestern Division have defined their areas of influence in terms of geographical boundaries. Within those areas, all the work suitable for the Corps of Engineers would belong to them. Districts were not allowed to "poach."

This new agreement makes sharing work, resources, and best practices a planned activity.

According to David Steele, Tulsa's Chief of Planning, Environmental and Regulatory Division, the two districts were independently creating their strategic plans when the idea of a joint initiative was created. The Little Rock District had five Project Development Teams working on plans since the summer of 2004. In November 2004, Tulsa began creating its strategic plan. In December, Little Rock teams presented their plans, which included options for each organization in the Little Rock District. Tulsa put out its "White Paper" in January 2005. At that time, the two organizations began to see similarities in the needs driving their plans.

According to Steele, "The two districts have a lot in common. We have operation and maintenance of an entire river system in common. All of the water that comes from the lakes in the Arkansas River basin in Kansas and Oklahoma travels into the navigation system managed by both districts. And we are working together on the Arkansas River Navigation Study. Because of our common interests, the two districts have had to work cooperatively." Now, we have formalized a working plan to expand beyond cooperation.

In addition to common operations, maintenance, and studies, the districts have declining civil works budgets and concerns about being able to maintain full service capabilities for their customers. "We probably couldn't continue to be a full service organization with the declining budgets we have seen," said Steele. "We need to work together. Without the agreement, we would not be capable of maintain full-service capability. If we got a request to do a study, and we didn't have the capability, we'd either have to not do the study or we'd have to let another district do the work. This could leave a need unfulfilled."

"The goal is to form one most effective and efficient regional organization designed to meet customer needs and maintain our capabilities."

David Steele

The agreement with Little Rock District allows us to remain an independent district and seamlessly get the work done with our interdependent relationship. We are a service organization and the Bilateral Agreement allows us both to meet the needs of our customers.

At an early March 2005 Senior Leaders Conference, the concept of a cooperative plan was presented and approved. The two districts approved the formal process leading to a bilateral agreement. "Regional Interdependence" became the goal.

After the meeting, a team was assigned the responsibility of drafting the plan. The team included:

- David Steele (SWT-PL) and
- John Roselle (SWT-OC)
- Lee Bass (SWL-PM) and
- Gil Wootten (SWL-OP-OM)

They met twice in person. The remainder of the work was performed virtually. The intent of their work was to:

- 1) See if weaknesses exist where districts can help each other;
- 2) Develop common approaches to programs;
- 3) Prepare plans to support potential future military program workload; and
- 4) Strive to move toward a "Most Effective and Efficient Organization".

Steele and Bass wrote the bulk of the agreement. They presented the draft to their respective district Board of Directors. Both BODs broke into workgroups to answer the one, over arching question, "How could we work together as one district if we were to develop a bilateral agreement?"

There are numerous obstacles to overcome for a bilateral regional interdependence agreement to be successful. The 16 questions found in the final Bilateral Agreement came from

discussions of the BOD. Questions focused on areas where the two districts have to develop common approaches.

"This was a fast moving project," said Steele. At the April 2005 Senior Leaders Conference the draft plan was presented. The Commanders of the two districts signed the agreement on April 11, 2005.

The agreement is not likely to be the last of its type. As the new agreement unfolds and the benefits are realized, similar agreements may be considered between other districts in the SWD.

"No one knows for sure where all this is going, but we just saw it as a way to work together to meet our customers' needs and maintain our capability. If we continue to see a benefit for merging our capabilities together we may see more of that in the future," Steele concluded.

"I am fortunate to have had a chance to get to know the Tulsa employees," said Bass, referring to his temporary assignment in Tulsa as Chief of Operations Division. "I realize there are many very talented people who enjoy challenges and will meet those challenges with great solutions just as there are similar people in Little Rock. Pulling those resources together will create a force unequalled by any other district."

From need-driven to wisdom-driven decisions – only the future knows the outcome. At this point, let no man put the plan asunder.



“Ropes” lessons apply to regionalization

**Col. Miroslav Kurka
Commander, Tulsa District**

Summer is here with a vengeance. And in addition to the weather, our activity in the district has also heated-up significantly. There are many initiatives and changes under way. So many, in fact, that sometimes I feel like I am swimming (flailing) underwater in an effort to manage things. This is the VUCA – Volatile, Uncertain, Complex, Ambiguous environment I wrote about in my February column.

However, last week during Ropes training (a multiple-day team and confidence building program) with this year’s Leadership Development Program class, I picked up three valuable lessons that will help me personally manage this VUCA environment. Allow me to share them with you – Perseverance, Trust, and Teamwork.

One of the many exercises we conducted was to untie a seemingly hopelessly tangled knot as a team while blindfolded. The team I was on appeared to be unable to untie its knot even as the other two teams of Tulsa leaders finished and began to head to the lunch table. Our team, however, refused to quit and did finally untie its knot in time for lunch. This exercise reminded me of the value of perseverance. It is remarkable and I can’t always explain how it happens, but even when a situation looks hopeless, if you just continue to strive, you will overcome the obstacles and succeed. Or as Rudyard Kipling wrote in his poem, “If,”

*... If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: “Hold on!”
... Yours is the Earth and everything that’s in it ...*

I also learned a lesson about trust. In two “falling” exercises, we had to let go and fall backwards and trust our teammates to catch us. I noticed that some in our group had trouble letting go and trusting their compatriots. Letting go of either your balance or the way you are used to doing things and falling into the arms of your teammates or new regional ways of working is impossible without trust. Trust must be earned. We built trust at Ropes through communications and small exercises that demonstrated competence and reliability in our “catchers.” We build trust in Southwestern Division through open communications and consistent actions that demonstrate competence, reliability, and integrity among the districts and division headquarters staff. Pilot

projects between districts are important means of building trust. We are working several bilateral and regional projects now and will work even more in FY 2006 as we let go of full-service, district-centric operations (because we can’t afford them) and embrace regional projects.

The final lesson I took away from training was one of teamwork in a larger context. We were divided into four teams and given the mission of crossing an obstacle. When we focused only on our own individual team, every team failed. When, however, each member of each team focused on helping every other person in the exercise cross the obstacle, all four teams succeeded. What a great analogy to the Southwestern Division! If each district only focuses on itself, we will all fail. If, however, we all focus on providing the best possible support to our region regardless of district boundaries, we will all succeed.

Perseverance, trust, and teamwork – we will need all three together with open communications and hard work to conquer the many challenges ahead of us which include: constrained budgets, changing nature of Civil Works program, performance based budgeting, P2, NSPS, MILCON transformation, BRAC, Army modularity, and aging infrastructure to name a few. I am, however, very confident in our future. That is because the most important thing that I learned at ROPES training last week is that we have incredible leaders in this district at every level.

Have a great summer. At work, work hard, “hold on,” trust your coworkers and leaders, and always work as a team.

Celebrating Corps of Engineers Birthday at the Zoo

Tulsa District’s family gathered at Tulsa Zoo to celebrate Corps Day. See photos of the activities on the Tulsa District Team Page (click on photo).



Tulsa District Corps Day 2005

Congratulations to the Tulsa District award nominees and winners. It is a significant achievement to be an employee with the attributes and values worthy of recognition.

**Hard Hat
Employee of the Year**

Kim Shirley
Fort Sill Resident Office

**Construction Manager
of the Year**

Todd S. Hughes
Fort Sill Resident Office

**Technical
and Administrative
Employees of the Year**

Georgia Lewis
Keystone Lake

Debbie Gibbs
Programs and Project
Management Division

Employee of the Year

Marjorie Courtright
Engineering and Construction
Division

Engineer of the Year

Robert Tucker
Engineering and Construction
Division

**LTC Mark Fritz Leadership
Award**

Jonna Polk
Programs and Project
Management Division

John Hill receives Distinguished Civilian Employee Award



John Hill (right) was joined by his wife, Ann, his daughters, grandchildren, and Col. Kurka (left) to celebrate after his photo was placed in the honored position in the Distinguished Civilian Employee gallery.

Gallery of Distinguished Civilian Employees

Mr. Hill's federal career began in the Engineering Division of the Tulsa District in 1960 as a hydraulic engineer in the Hydraulics Branch.

In 1966, he transferred to the Jacksonville District where he worked on the inter-oceanic canal study which looked at alternatives to the Panama Canal. He returned to Tulsa District in 1967, where he became a charter member of the newly-formed Planning Branch in 1969, a charter member of Planning Division in 1980, and a charter member of Programs and Project Management Division in 1990.

Mr. Hill's planning career began as a study manager responsible for the preparation of survey reports, which determined whether a project is authorized for construction by the U.S. Congress. These efforts culminated in presenting and defending the projects before the Board of Engineers for Rivers and Harbors at Fort Belvoir. Mr. Hill performed these duties for many years on such projects as Cooper Lake and Palo Duro Lake, Texas; the Red River Chloride Control Project; the Arkansas City, Kansas, levees project; small flood control projects in Tulsa; the Central Oklahoma Urban Study; and numerous hydropower studies.

He also played a significant role in the planning and design analysis of the Fry Creeks project; the Tulsa-West Tulsa Levees Rehabilitation Project; Winfield, Kansas, levees project; Douglass Lake, Kansas; and studies too numerous to name. He held many key positions and retired in 1998 after a distinguished career of almost 38 years, having helped shape the future of Tulsa District's civil works program.



A Good and Important Year ahead

Col. Wally Z. Walters
Commander, Little Rock District

Transitions are usually challenging and often messy affairs. When change threatens to interrupt the familiar rhythms of our lives, apprehension is a normal feeling. Sometimes this makes it hard to see the opportunities that may emerge. Such is the state of the Little Rock District for the year ahead. Optimism is justified.

In the past, workload was fairly predictable, based on steady trends and long-term planning and budgeting processes, both for civil and military tasks. With many new dynamics affecting civil works and the military still at war abroad, uncertainty has risen. Nevertheless, the outlook for the Little Rock District as a whole is good.

There are important new civil works projects ahead, including the renovation of Ozark Powerhouse and Clearwater Dam. USACE's initial use of performance based budgeting has favored the district's operations mission as well, due to the high value these operations have to the nation's economy and well being.

On the military side, the expectation was for relatively little work in the years ahead with the end of the C130J modernization program at Little Rock Air Force Base. The announcement of the administration's base closing and realignment proposal in May included a surprise expansion of the base to accommodate nearly 4,000 new personnel and 77 airplanes. While the final plan awaits review by a commission and approval by Congress, the prospect is good for the

district to have a leading role in crafting a new base for the next generation.

Equally important to the future of the district will be important changes in the way work is done. Traditionally, the district has focused on local programs and distributed tasks to different parts of the organization. Increasingly, design and construction will specialize but also contribute to work beyond the district's boundaries. A plan for a multi-district effort is under review to support the Fort Worth District in construction of new facilities worth more than \$2 billion at Fort Bliss, Texas. Little Rock and Tulsa districts will be part of this effort. The leadership of both districts are committed to mutual support and are evaluating how we can best reinforce each other in other ways as well, including consolidation of some planning, environment and river management tasks.

The coming year will also see important changes in organization, in processes and in the management of personnel. The district will streamline parts of its formal functional organization, giving first priority to effective and efficient cross-functional mission accomplishment, reducing layers and boundaries so we can do better work. The Corps and the district will undertake to improve some processes, to deliver projects more quickly and more economically and to promote a more external focus.

Over the coming year we can expect implementation of the new National Security Personnel System. This system promises to allow individuals more opportunity to grow in tasks, variety of work and in reward, enabling the district and the people in it to become more flexible and adaptive.

While these changes will stress nearly everyone in varied ways, they will also allow us to serve our country in greater ways. The district's senior leadership remains committed to helping everyone make the most of opportunities during these transitional times. I hope you will join us in seizing the day.

Base Development Team answers the call

Valerie Buckingham
Pacesetter Staff

Little Rock District's Base Development Team demonstrated on May 14 what being part of a team really means. Twelve hours before the end of their rotation, the team received a call for a design of a 100-Man Soldier Camp in Iraq and the design was needed by the morning of May 16.

Base Development teams were established across the Corps short-

ly after 9-11. The teams are on call twenty-four hours of the day for two-week rotations. Little Rock District's BDT has participated in more than 10 missions, but this one was more challenging because of the short suspense time.

Tony Batey, Design Branch chief, Little Rock District, said they received positive feedback from the customer and that was encouraging to the team.

"We understand that there are people fighting a war," he said.

"That's why when the call comes in we drop whatever we're doing and make it priority one."

Batey said no matter whether it's on the weekend or during the work day, the team tries to get the folks in Iraq what they need.

The teams consist of a variety of technical functions, such as design, civil engineering and architecture.

At various times over the past few years, the district has had more than 50 employees serve on the BDT.

Sport offers excitement if safety is practiced

Valerie Buckingham
Pacesetter Staff

Imagine being 60 to 80 feet under the water and observing aquatic life up close in its' natural habitat. This is nothing new to scuba divers. It's a familiar scene they observe each time they dive.

Diving can be a fun recreational sport, but it can also be a dangerous one if divers don't practice safety precautions.

Mike McCrory, owner of The Dive Shop in Little Rock, said it's important for divers to be certified before attempting any dives. Entry level certification consists of 36 hours of academic and confined water training. The final phase of certification is open water. This is where all skills learned in the classroom and pool (confined water) are transitioned to an open water format, such as a lake or ocean.

"Every certification level

that we have is based on experience, skills and knowledge. We're not going to let you just take the class and go out and see if you can do it," McCrory said.

"Once you get certified at open water level, we want you to continue to become a master diver."

McCrory said an important factor to remember when diving is to never dive alone. He said diving alone is one of his top concerns with recreational divers.

"If you're down there by yourself and you have a problem – you have a problem. If you have a buddy with you, then you have someone to assist you if you get in a situation," he said.

McCrory and Col. Wally Walters, Little Rock District Engineer and certified scuba diver, agree that alcohol and diving don't mix and stress the importance of divers understanding the effects of alcohol on the body when diving.

The combination of the narcotic effect alcohol has on the body and the increased partial pressures of the gases at depth make for a dangerous and sometimes fatal diving situation.

If a person has one martini and goes diving, at the level of 33 feet depth or two atmospheres of pressure, the effects of alcohol are now as strong as two martinis, McCrory said.

"At 100 feet, that one martini is four times stronger at that depth than it is at surface," he said.

Once divers are certified at open water level, McCrory said he would like for divers to continue to master diver level. Once a diver has completed stress and rescue training along with 50 dives, he can become a master diver. McCrory says stress and rescue training unnerves some divers because they think it's a certification to become a rescue diver.

"It's really for prevention," he said.

"It trains you on what to do in emergency situations. In stress and rescue we teach you how to catch things before they happen."

Twenty percent of the people who receive open water certifications continue to advance level certifications, but McCrory said the number should be more like 60 percent. He said many people will become certified because they're going on a Caribbean vacation and want to dive while there. But once they come home, it may be years

before they dive again.

At his diving facility, McCrory offers divers the chance to become a member of their diving club. With this membership divers can use the pool and equipment anytime they want.

"We have a dive boat up at Greers Ferry Lake and it's no charge to them. They can dive whenever they want. That's what the club is for," said McCrory.

"We don't care if they're rusty on their skills, if they would just come and use the pool before they take their next trip. Go out on the boat with us and go through the repetition of putting it (equipment) together and taking it apart."

People who haven't dived for a long time can become unfamiliar with their equipment and their bodies may not be ready the next time they decide to dive.

"Diving, especially in cold water, is rigorous," Walters said.

"If you're not ready for that, it can be quite a shock and distracting. The distraction can keep you from focusing on what you're doing, keeping track of proper diving techniques, and keeping track of your buddy."

If you haven't dived for a while or are unfamiliar with the area you're diving in, Walters said it's a good idea to go with a dive operator for your first few dives.

"It's well worth the money for you and for the ones you love," he said.



Valerie Buckingham

Eyvette Etteldorf, a diving student at The Dive Shop in Little Rock, Ark., learns how to clear her regulator during a class.

District dedicates newly renovated park

P.J. Spaul
Pacesetter Staff

Just in time for the start of a new recreation season, the Army Corps of Engineers, along with 200 visitors, dedicated the new and improved Dam Site Park on Greers Ferry Lake April 25 with a ribbon-cutting ceremony. The park has just undergone a \$2 million renovation and is now better prepared than ever to serve the visiting public.

Congressman Marion Berry was keynote speaker, and he praised the cooperative efforts of the community and the Corps in rehabilitating Dam Site Park, as well as those in past years whose vision of creating Greers Ferry Lake has come to fruition today.

Col. Wally Walters, district engi-

neer for the Corps' Little Rock District, pointed out the many millions of dollars in benefits Greers Ferry Lake provides each year, to include flood reduction, hydropower generation, water supply and recreation.

Dam Site Park is one of the most popular recreation areas in the Corps' stable of parks. That's where problems began.

"It has been loved to death," said Tommy Park, Greers Ferry Lake operations manager. He likened the need for this renovation to "an old house that was continually added onto to provide more room for a growing family. There was no separation between camping and day use, the roads did not provide for adequate traffic flow, and the design was not conducive to good management."

Dam Site's popularity is, in part, due to rock bluffs, spectacular scenery, clear water and mountain views. It is among the most visited Corps parks nationally.

The new and improved facilities include a new playground, more day-use picnic sites, large parking areas, a new boat ramp and parking useable at all lake elevations.

Campers will benefit from a new entrance complex and the addition of two new state-of-the-art camp areas that include 50 new campsites with 50 amp recreational vehicle electricity hookups, water hook-ups and level parking pads with an extended living area. All are fully accessible and compliant with the Americans with Disabilities Act.

Park said Dam Site's designers in the 1950's didn't foresee the large number of visitors that would someday come. They also couldn't foretell how visitors eventually would use the park and the equipment they would bring.

He explained that, nowadays, park visitors drive air-conditioned motor homes with microwave ovens and satellite dishes. They want electricity, water hookups and sanitary dump stations. Boaters are bringing larger, more powerful boats. Therefore, larger, better-built launch ramps are in demand.

Funding for the modernization and improvements was made possible through cooperative efforts between the Congressman's office and the Corps.



Courtesy photo

Jet skiers have fun during Memorial Day weekend at Greers Ferry Lake's Dam Site Park. It was the first operational weekend since the parks renovation.

Little Rock District 2005 Engineer Day Awards

Gallery of Distinguished Civilian Employees.....**JIM TOLLETT**
American Recreation Association Legend Award.....**MICHAEL MILLER**
SWD Project of the Year.....**TABLE ROCK LAKE PROJECT OFFICE**
Civilian of the Year.....**JOHN L. YOUNG**
Engineer of the Year**AMANDA EDMONDSON**
SWD/SWL Wage Grade Employee of the Year.....**WILLIAM HUTCHISON**
FEA Employee of the Year**OIL SPILL RESPONSE TEAM & CONTRACTING TEAM**

Not your father's life jackets anymore

P.J. Spaul
Pacesetter Staff

Many of us in the Pacesetter Division spend time on the job educating the public about the importance of wearing a life jacket when boating. Lest we forget, none of us are immune to drowning, and it is just as important for us to wear life jackets when we go pleasure boating. Before your next outing, look at your life jackets.

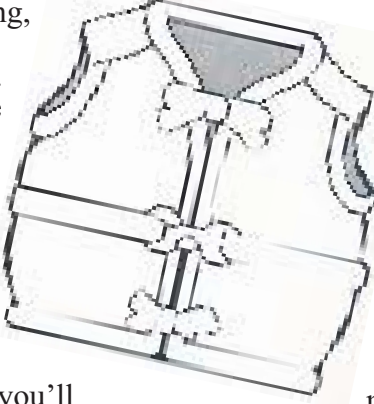
If they are unserviceable, replace them. If you refuse to wear them because they are uncomfortable or too hot, go to your local dealer and take a look at today's life jackets. You will find new styles for boaters that are not your father's life jacket anymore.

In addition to traditional life jackets, you'll find comfortable, lightweight vests with breathable mesh panels. There are even Coast Guard approved inflatable models that aren't much bulkier than wearing a pair of suspenders.

What is the best type life jacket? Experts at this year's

International Boating and Water Safety Summit agreed it is "the one you will wear."

Those involved in water safety across the Corps, the nation's largest provider of water based recreation, say wearing a properly fitting, serviceable life jacket is the single most important step you can take to avoid drowning in a boating accident.



Drowning is the second leading cause of accidental death in persons 15-44 years of age. Surprisingly, two-thirds of those who drown never intended to be in the water. Statistics show up to 90 percent of those who drowned at Corps lakes might have survived if they had worn a life jacket. Therefore it is possible to significantly reduce your chance of drowning just by wearing yours.

Remember when boating to always wear your life jacket. The new styles are not your father's life jacket anymore. They are cooler and more comfortable than ever.

For more tips on water safety, visit the Corps' national water safety Website at <http://watersafety.usace.army.mil>.

For a fun cartoon on life jacket safety, visit Bobber the Water Safety Dog at www.bobber.info.

Little Rock's Engineer Day Picnic June 17, 2005



photos by David Virden



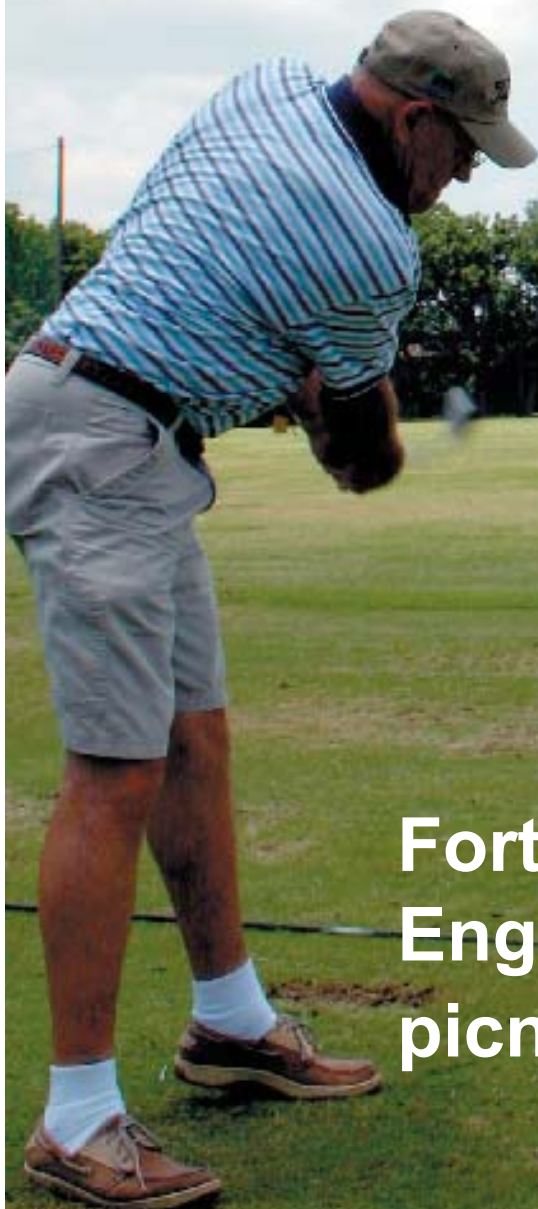
Fort Hood Project Manager Carlos Solis enjoys the cuisine at the Fort Worth District Engineer Day picnic.



Veronica Owens, from Logistics, gets a little help with Bingo from her six-year-old son Amari Q., during the picnic.



Photos by Ed Rivera
Col. John Minahan (left), commander, Fort Worth District, his wife Nancy (center) and sons Keefe, 8, Jack, 10, and Matthew (far right), 6, get their fill of barbecue at the picnic.



Jerry White, father of Vicki Akers, Real Estate Division, shows his prize winning swing at the Engineer Day picnic, taking home the winnings for the closest to the pin competition. Jerry has won the event several times in the past and recently underwent knee replacement and hip surgery.



As the San Antonio Spurs battled for their third title, Fort Worth District members play a little three on three, but no sneaker deals yet.

Fort Worth District celebrates Engineer Day with awards and picnic





Park Ranger Eric Pedersen from Lavon Lake talks to a group of youngsters about water safety during the second annual Water Safety Fair, hosted by the North Texas Water Safety Coalition, held May 21.

Water Safety Fair presents hands-on learning for adults and children alike

Story by Melanie Ellis
Photos by Dee Dedman
Pacesetter Staff

The second annual Water Safety Fair, hosted by the North Texas Water Safety Coalition, took place May 21.

The fair presented the opportunity for adults and children to learn about water safety in a hands-on environment. Ric Rodriguez, a contractor for the Information Management Office, attended the fair with his family to learn the best water safety practices.

"We all learned water safety tips, which included life jacket fitting, knot tying, kayaking, and even what to do if a boat starts sinking," said Rodriguez. "Every station had something to teach the kids as well as the parents."

The fair also offered great oppor-

tunities for the 15 different agencies that make up the North Texas Water Safety Coalition. Each of these agencies takes an active role in educating adults and children about water safety. By organizing the fair, the coalition offered a central location for people to come and learn about water safety and have fun while participating.

"I am always impressed by the commitment that both the agencies and individuals make to this event," said James Murphy, Recreation Specialist at Lavon Lake.

Murphy also addressed a concern shared by each agency, which is to educate the public on water safety. "Every member of the team is genuinely concerned for the safety of the public and interested in a proactive approach to educating the public about water safety," he said.



Sylvester Rodriguez, son of Ric Rodriguez, contractor for Information Management Office, enjoys the fair.

Fort Worth District Project Delivery Team of the Month winners

February – FY06 Congressional CD and Congressional Visit

This multi-functional PDT annually prepares informational packets and a CD for Congressional Representatives and Senators on our Military, Civil and Support for Others missions. Working under compressed timelines and with several new members, the team successfully completed their efforts. Fiscal Year 2006 budget information was still coming in even while team members were reviewing the final version of the CD and handouts for accuracy. A “hot link” for updated information via the Internet was created and was well received, having already been put to work by members of Congress and their staffers. The PDT demonstrated teamwork through coordination, meeting critical milestones, and provided a quality control check of the draft final product with only two days’ notice.

March – Emergency Repair, R. D. Willis Power Plant Substation

Extensive damages from a lightning storm disabled the entire power generation capabilities of the R. D. Willis Power Plant, which could have cost the power customers about \$100,000 per month. The Sam Rayburn Maintenance Team worked with the Southwest Power Administration to provide rapid response to replace the 25KV Recloser Switch, the 25KV Current Transformers, and the line disconnect switch to restore power plant service. This partnering resulted in repairs completed in five weeks and resulted in an estimated customers’ savings of about \$300,000.

April – Fort Hood Command and Control Facilities

This was an in-house design project with many challenges facing both design and construction teams. The design team completed the design in less than 12 months; a project of this magnitude typically takes 24 months. The design team had to redesign portions of the project after an initial failed solicitation attempt and achieved significant cost savings through their diligent efforts. Through the aggressive design review efforts of the Area Office and cooperation of the district designers in nailing down the required scope of work and eliminating unnecessary changes that did not benefit the Government, changes were executed timely and economically. As a result of creative and timely solutions being pursued, many of the solutions to the design, construction, and site problems resulted in cost credits rather than increases in costs.

May – Chief Financial Officer’s Act

A top priority of the Chief of Engineers is to obtain an unqualified opinion of the Civil Works financial statements. This labor intensive effort involved a thorough 100 percent inventory of assets at all 25 district lakes, requiring many PDT members from Operations, Real Estate, Resource Management, Internal Review, and the Executive Office to work long hours, weekends, and holidays to complete the inventories. Mapping records and files of supporting documentation were developed for 2,822 assets valued at about \$1.4 billion. RM has used the results to complete extensive cost reallocations, reversals of conversion entries, and entries of financial corrections. IR has devoted extensive time to assist with policy questions and validate completed actions. Real Estate located and provided appraisals and attestation statements. Due to the outstanding efforts of this multi-functional PDT, the District will be prepared to confirm to the Chief that we are “green” on the area assessments and assure him they are audit-worthy.

Fort Worth District’s best of the best honored at awards ceremony, June 9

As part of the U. S. Army Corps of Engineers annual celebration commemorating the contributions of engineers, the Fort Worth District held its annual Engineer Day Awards Ceremony, June 9, at the Fort Worth Convention Center.

Twelve team members received recognition for their hard work and dedication to service during 2004. Three district members not only won awards at the District level, but also went on to be recognized by the Southwestern Division as well.



Buford

Year, along with **James Chambers**, Park Ranger at Bardwell Lake, who was awarded the Stewardship Employee of the year. And for Interpretive Excellence, **Jeff Boutwell** claimed the Hiram M. Chittenden Award.

Leading off the district-level awards was contracting specialist **LaVette Buford**, Contracting Division, who was named the



Higginbotham

Employee of the Year, followed by the Engineer of the Year, **Dr. David Bowersock**, an environmental engineer with the Planning, Environmental and Regulatory Division. Also receiving an award from PER Division was **Barry Osborn**, also an environmental engineer, who was named Regulator of the Year.

The Equal Opportunity Supervisor and Employees of the Year were **Terri Nolen**, civil engineer with the Engineering and Construction Division, and **Priscilla Cisneros-Camacho**, medical engineering technician, also with E&C Division.

The Mid-Brazos Project Office had two other annual awardees, **Margaret Higginbotham**, who was the Administrative Support Employee of the Year, and Recreation Specialist **Al Hunt**, who took home the honor of being named the Recreation Employee of the Year.



Boutwell



Bowersock



Curtis



Col. Steve Haustein
Commander, Galveston District

Team Galveston, You are #1 in my book

As I write this column, the nation is celebrating Independence Day. More than any other day of the year, this is the day where we stop to reflect on our freedom and the blessings that we enjoy simply by being citizens of the greatest country on Earth. Remember that these gifts are as fragile as they are precious.

Team Galveston has been busy lately. We have more projects on-going right now than at any other time of the year. Project Delivery Teams are going full throttle. Sponsors are engaged. And execution is at the forefront of everyone's agenda. Keep it up! We need to continue to press in order to execute the FY05 program 100% this year. I remain optimistic that we will be given additional dollars this year and we need to be postured to execute every penny. Team Galveston recently entertained a visit from Assistant Secretary of the Army (Civil Works) John

Paul Woodley Jr. During his visit, Mr. Woodley talked to the workforce at a town hall meeting, addressed the Texas Port's Association annual conference, visited Freeport for a briefing on LNG and took a helicopter tour of the Houston/Galveston Ship Channel. Mr. Woodley left the district impressed with the magnitude of our mission and an appreciation for the service that Team Galveston provides to the nation. Thank you to all of you that made his visit a homerun.

The Society of American Military Engineers hosted a Wetlands symposium last month. The meeting focused on the regulatory process. Special thanks to Ryan Fordyce and Jayson Hudson who explained the complicated process and made the event a huge success.

Team Galveston lost one of our own last month when we mourned the passing of Charles "Donnie" Smith who worked at the Wallisville

project office. Donnie was a valued member of the Team who gave his all every day, both at work and at home. Along with a full house of family and friends, I had the privilege of attending Donnie's funeral. The ceremony was an inspiring tribute to a great American, selfless civil and community servant and dedicated family man. Donnie will be sorely missed.

I will mark the end of my first year in command on August 4. I want to take this opportunity to give you my impressions of our Team. First and foremost, I continue to be impressed with our work force and our partnership with our sponsors. Your dedication, coupled with tremendous talent, is a gift to the Texas coast and the nation. Every member of the Team, both Corps of Engineers employees and our far-reaching group of sponsors, is an MVP in my book.

Second, your focus on results stands out. Your

ability to overcome difficulties to achieve on-the-ground success is commendable.

You know that execution is the single measure of success. I will continue to fight to provide you the resources necessary to do more.

Finally, I treasure the partnerships that make up Team Galveston. The contribution of public and private organizations to our daily mission adds the polish to our effort to promote economic prosperity while maintaining environmental sustainability. Each link of the chain of partners is strong because of the communication and teamwork that characterize our Team's business process.

In closing, I look forward to the next two years with optimism and certainty that we will never fail to accomplish our mission and have fun while doing it.

I want to personally thank every Team Galveston member for what you do to make this the best job in the Army.

Fun in the sun at Corps party

On June 10, 2005, the Galveston District celebrated Engineer Day with an awards ceremony, during which over 175 awards were given out.

"I want to thank you for all your hard work and dedication," said Col. Haustein. "It's on days like this, that you receive the recognition that you deserve."

After the ceremony,

Corps employees, their families and friends, met at the local Yacht Club for some fun in the sun. Hotdogs and hamburgers were served for lunch. While some kids splashed in the pool, others played volleyball..either way fun was had by all.

Kids horse around in the kiddie pool at the local yacht club.

See Party on page 18



Landmark meeting held on GIWW finances

Story by Raymond Butler
Executive Director
GICA

A landmark meeting concerning Corps of Engineers maintenance spending on the Gulf Intracoastal Waterway was held in New Orleans on April 14 and 15.

This meeting was the first gathering of such a broad group of Gulf Intracoastal Waterway interests and was the result of partnering efforts between the Waterways Council, the national navigation infrastructure advocacy association in Washington, the Gulf Intracoastal Canal Association, and the Corps of Engineers.

The purpose of the meeting was to continue an effort spearheaded by the Waterways Council and Corps Headquarters to foster the planning of Corps of Engineers' Operations and Maintenance funding on a "System Basis", rather than as individually budgeted waterway projects, managed by multiple districts.

The "system view" concept was introduced by the Corps of Engineers several months ago in order to maximize the benefit of these funds to the nation by optimizing management of the limited funding levels afforded the Civil Works budget for maintenance of our nation's inland waterways.

Attendees numbered nearly 100. Members from all three Gulf Coast Corps of Engineer Districts that impact the GIWW, as well as representatives from the three home divisions of the Districts, were present at the meeting. Corps headquarters was represented, and assisted in guiding the efforts of the group.

Also represented were senior leaders from Waterways Council, GICA, and several stakeholders from ports, barge carriers, and sponsors along the waterway. The U.S. Coast Guard was also in attendance.

The systemwide performance based concept originates from the fact that the constant dollar value of



Gulf Intracoastal Waterway

funding for Corps of Engineers Operations and Maintenance projects has been declining, as inland waterway infrastructure continues to age and demands on the inland system continue to increase.

Although difficult at times, the day and a half meeting produced a preliminary draft of the first ever, comparative assessment of a comprehensive listing of all projects impacting the entire GIWW, across all three Corps districts.

There was an abundance of effective interaction from waterway users and Corps Project Managers during the

sessions, which helped guide the process along a productive track.

Plans are to continue developing this process during future Corps budget cycles and apply it across the entire inland waterway system. Other similar meetings are envisioned in the near future for additional portions of the inland waterways navigation system, and also to reconvene the GIWW group on an annual basis to update its listings.

The meeting was hosted by the New Orleans Operations and Maintenance Division, headed by Greg Breerwood.

Good security doesn't have to be ugly

Story by Marilyn Uhrich
Pacesetter Staff

The time was right: the opportunity and the funding were present. Security, plus habitat, plus cost savings were built into the plan. With all these factors present, there was no reason not to depart from the sterile security design of iron fencing and concrete barricades to build a security system that would be a catalyst for community environmental

education and outreach.

Thus was the reasoning of the Project Delivery Team, led by landscape architect Rhonda Brown, which was charged with the responsibility of bringing the Galveston District's headquarters up to the standards required by Homeland Security guidance. As a secondary benefit, the project brought the district honorable mention in the 2005 White House "Closing the Circle Award."

Funded through a grant from Homeland Security, the entire project cost was \$428,000. It included relocation of an existing guard house, excavation of two acres of two-to six-foot deep water barriers, raising and widening of the main entrance road, installation of a new bullet resistant guard house with restroom and new entry gates, conduit and entrance card reader boxes.

Once established, the wetlands and its typical

plantings would require only occasional invasive species control, estimated at around \$4,000 every three years.

The Seaborne Challenge Corps, a local program for high school students with personal challenges, and a local Boy Scout Troop joined with the Corps on the project, planting trees and shrubs, installing wetland plants, building benches, and installing signage to educate others about the "water barriers."

Party

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Corps family and friends enjoy a game of volleyball.



Eric Schiebe, Engineering, poses for the camera.



Chief of Information Management, Marney Mason, with his adorable granddaughter.



Corps employees enjoy their hotdogs and hamburgers.

Engineer Day Awards 2005

Employee of the Year

Jan Stokes,
Environmental Section

Engineer of the Year

Don Carelock,
Northern Area Office

Regulator of the Year

John Wong,
Corpus Christi Office

Meritorious Civilian Service

Terry Bautista Debra Jones
Mike DeMasi Lori Thomas
Darrell Johnson Dennis Thomas

Achievement Medal for Civilian Service

Michele Thomas

Commander's Award for Civilian Service

Michelle Clark Sam Watson

Service Award for 45 Years

Fern Kirkley

Pacesetter Points

Ed Watford, left, Deputy District Engineer for Project Management, Little Rock District, presents a plaque to Gary Loew, Director, Programs Directorate, during farewell presentations at the Southwestern Division Engineer Day picnic, June 2. Loew, who served the Southwestern Division since 1997, departed for a new assignment as Chief, Programs Division, Civil Works Directorate, Headquarters, U.S. Army Corps of Engineers.



Baby on Board

Jackson Robert Perry was born July 5, to park ranger *Lee Perry* and his wife *Jennifer*. Lee works at the Oologah Lake office for the *Tulsa District*.

Emma Keeler was born June 24, to parents *Chris and Jaime Keeler*. Chris is master plant operator at Fort Gibson Lake, *Tulsa District*.

Travis and Louanna Miller are the proud new parents of a little girl. Rainey Linn Miller was born May 16. Travis works at Keystone Lake office for the *Tulsa District*.

Jeremy and Susan Mulvaney, and big sister *Bridgette*, welcomed *Jared Elijah*, May 15. Jeremy works at Tinker AFB, *Tulsa District*.

Graduations

Craig Amos graduated with honors from Conway High School in May. He received a Dean's academic scholarship and a basketball scholarship to Lyon College in Batesville, Ark. He is the son of *Rick Amos*, a civil engineering technician in the *Little Rock District*.

Robert Thomas, Galveston District engineering cooperative education student and husband to *Michele Thomas*, Public Affairs, graduated Magna Cum Laude with a B.S. in maritime systems engineering from Texas A&M at Galveston. Rob received a full scholarship from Texas A&M University to pursue a Master's degree in coastal engineering. He will begin this program in the fall of 2005.

Elizabeth (Liz) Jeanne Machol, daughter of *John Machol, Galveston District*, received a B.A. in history from Texas A&M University. Liz graduated Magna Cum Laude, with Foundation Honors, University Honors, and an Undergraduate Research Fellowship. Her thesis on gubernatorial powers received the Honor Program writing award in the "history, business, and politics" category. She was inducted into the Phi Beta Kappa and Golden Key Honor Societies. During her time in College Station, Liz was the Secretary of the Texas A&M Fencing Club, a member of the University Concert Band, and the Brazos Valley Chorale. Liz received a scholarship to Rice University to pursue a PhD in European political history. The program includes a year of studies abroad.

James-Albert Osborne, nephew of *Jackie Jernigan*, Regional Business Management Division, *Southwestern Division*, a recent Cedar Hill High School graduate, has been accepted into Southern Methodist University's class of 2009. His offer to join SMU is a result of his academic achievements, demonstrated leadership, and community involvement.

Weddings

Best wishes to *Carol Bianchi*, program analyst (re-employed annuitant), Regional Business Directorate, *Southwestern Division*, on her June 4 marriage to *Chuck Smith*. The wedding took place at McCown Valley Park at Lake Whitney.

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Congratulations!

Michael Miller, Operations Division Chief in the **Little Rock District**, was awarded the “American Recreation Coalition Legend Award.” American Recreation Coalition (ARC) is a Washington-based non-profit organization of outdoor stakeholders that honors people throughout the country for successful efforts to enhance outdoor recreation facilities, resources and experiences for the American people. One of the many activities that prompted Miller’s nomination for the award was his work as the chairman of a national committee to review and rewrite the Corps’ Recreation Facility and Customer Service Standards. “We set standards but retained flexibility so different areas of the country can meet regional needs,” Miller said. “It was very rewarding. We developed something that everyone really needs. It is on the internet, interactive and easy to use. Other agencies – outside the Corps – are also using it.” Starting in 2000, an interdisciplinary team from all parts of the country worked both face-to-face and through virtual meetings. The new manual (EM 1110-1-400) was

signed November 2004.

Jim Cullum, an attorney in the **Little Rock District**, was awarded the “E. Manning Seltzer Award.” The award is given to recognize a Corps of Engineers attorney who has made one or more special contributions to the Corps of Engineers legal services mission.

PJ Spaul, a public affairs specialist in the **Little Rock District**, has been appointed the Region 3 (Central) Director for the National Association of Government Communicators. NAGC Region 3 includes Arkansas, Illinois, Iowa, Kansas, Louisiana, Minnesota, Missouri, Nebraska, North Dakota, Oklahoma, South Dakota, Texas and Wisconsin.

Brittany Johnson was named Outstanding Freshmen of the Year, mechanical engineering, at University of Arkansas. She is the daughter of **Debbie and Darrel Johnson**. Debbie is an administrative specialist and Darrel is a contract specialist in **Little Rock District**.

Alica Rea, formerly of regulatory, **Galveston District**, is now the newest member of the navigation team. Alica will be Operations Manager for the Brownsville Ship Channel, Port Mansfield and Port Isabel.

Peter Shaw, Economist in Program Support Division, Programs Directorate, **SWD**, was promoted to GS-14, effective June 12.

Vicki Dixon, Biologist, Galveston District Support Team, Programs Directorate **SWD**, was promoted to GS-14, effective June 12.

Gloria Pena, Business Resources Division, **SWD**, received the President’s Call to Service Award from the President’s Council on Service and Civic Participation, during a Community Partners of North Texas banquet in Fort Worth, April 29.

She received this prestigious award in recognition and appreciation for performing more than 4,000 hours of volunteer service for myriad community organizations. One of the organizations that benefited from her volunteerism, Tarrant County Child Protective Services, nominated her for the award.

The **Galveston District** would like to congratulate **Lynwood Weiss** on his new responsibilities and promotion to the Bay Area Office Area Engineer. “I know he is ready for the challenges ahead and he will make many mole hills from the mountains,” said Mike Rawls, Construction Engineering..

Charissa Kelly, Fort Worth District, received the Southwestern Division Planning Excellence Award in May. She received the honor in recognition of her outstanding contributions in the development of the San Antonio Channel Improvement Project, Ecosystem Restoration Project, General Re-evaluation Report, and for improving the Corps’ understanding of habitat evaluation in formulating complex aquatic ecosystem restoration features.

The San Antonio River Channel Improvement Project Delivery Team took top honors as Southwestern Division’s Planning Team of the Year.

The team overcame many obstacles to produce an innovative, effective project design on schedule that exceeded the community’s expectations.

The team’s exceptional coordination with the San Antonio River Authority, the project sponsor, and with the public exemplifies the Corps’ Environmental Operating Principles, as well as the Project Management Business Process.

Included in the team were representatives from Fort Worth and New Orleans Districts, the U.S. Army Engineer Research and Development Center, U.S. Fish and Wildlife Service, Texas Parks and Wildlife, and consultant contractors.

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New Employees to SWD

Jerome Bingham, Internal Review Evaluator for Southwestern and South Pacific Divisions, with a duty station in *Southwestern Division*, Sept. 5, from Memphis District.

Pam Wellman, Paralegal, Office of Counsel, May 15, from Tulsa District.

Bonnie Shepherd-Bahls, Financial Manager, June 27, from Alaska District.

Eugene Cover, Program Support Division, Programs Directorate, relocating from Little Rock to Dallas, June 27.

Retirements

Jerry P. Sonnier, Bay Area office, *Galveston District*, retired on June 30, 2005, after 23 years of dedicated service to the Corps of Engineers.

Robert Muzny, Environmental Section, *Galveston District*, retired after 31 years of government service at the end of May.

After 28 years of dedicated service, **Billye Newcomb**, Project Engineering, *Galveston District*, retired June 3, 2005.

Kenneth Chambers, Lock Mechanic at the Colorado River Locks, *Galveston District*, retired July 1, after 34 years of government service.

Chief of Counsel, **Tom Moore** retired from the *Galveston District* with 32 years of service.

Alton Warner, *Little Rock District*, retired April 29. He was a construction manager in the Construction Branch and also served as the district's 2003 Black Engineer of the Year.

In Sympathy

Linda Elizabeth Lopez, formerly of the Permits, Environmental and Regulatory Division in *Fort Worth District*, passed away July 4. Linda, born Oct. 10, 1946 had a stellar career in environmental pursuits and was dearly loved by her family and friends.

John Arthur Lee, 77, formerly of the Design Branch, *Fort Worth District*, passed away July 9, in Corpus Christi surrounded by his family. John was born April 5, 1928, in Rising Star.

Charles "Donnie" Smith, a Park Ranger at the Wallisville Lake Project, *Galveston District*, passed away June 25, at his home in Dayton. Services were held June 29, in Baytown. Please keep Vivian, his wife, and family in your prayers at this time of great loss.

Bobby Winstead, former Webbers Falls, Lock 16 Lock Mechanic of *Tulsa District*, passed away. Services were held July 9.

Avery H. Coburn, 85, retired Army Corps of Engineers printer, *Tulsa District*, died June 10.

Donald Lee Brannon, 76, retired from the Army Corps of Engineers, *Tulsa District*, died June 6.

Ross Rogers, *Tulsa District*, died June 1. Family and friends will miss his wit, compassion and loving kindness. Rogers was born in Glasco, Kansas, on Oct. 12, 1912.

Homer Thomas Murray, retired from the Army Corps of Engineers, *Tulsa District*, died May 28.

James A. Patterson, 58, *Tulsa District* retiree, passed away on May 13. James worked in the Administrative Support Unit prior to his retirement.



Pursue Professional Development *

How? Allow me to recommend "Toastmasters International" as a terrific starting place. Clubs are available around the world. They are in most cities and towns. Clubs have personalities and one may match yours. In Tulsa, the All Stars Toastmaster Club has openings. It meets on Monday evenings (twice a month) at 7:00 p.m at the Brookside Library near 45th and Peoria Ave. Call Edward Engelke in the Tulsa District Public Affairs Office for more information.

* Great for personal development too.